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4 FEB 1983

MEMORANDUM FOR: Deputy Chief, Real Estate & Construction Division, OL

25X1 FROM: [redacted]
Chief, Real Estate Branch, RECD/OL

SUBJECT: Phase IV, Long Range Plan

Rod:

1. I reviewed your note and the DDA memorandum concerning the Long Range Plan. The emphasis is on improved response by the support elements, in this case, Logistics.

2. The only one I feel I should comment on at this point is Item 3., Space Utilization, but more specifically, space acquisition. While I feel we've made tremendous strides in getting a delegation of authority from the General Services Administration to acquire up to 5,000 square feet and to do our own direct leasing, I can see this whole progam snowballing. I think it's important that we have that capability to respond; however, I am a bit concerned that we may find ourselves in a position of making it too easy for customers to request additional space which they may be able to justify internally, but for which it would be very hard to present a convincing argument to anyone else that the space is, in fact, justified in terms of need or cost. The most recent case I know of where we might fall into such a trap is NIEPS' requests for space in increments of 5,000 square feet. It appears that we are already working on their next 5,000, which would give them approximately 20,000 square feet, I understand. You are in a better position to make this judgement than I.

3. When we do get involved in the acquisition of these large
25X1 buildings [redacted] I know there is a lot of work that goes on internally among all of us to prepare a space like this for ultimate occupancy. However, I think it's important that there be an on-site representative from this Division, I would suggest the Field Engineering Branch, who helps to facilitate scheduling and expediting, insures that materials we provide are proper and in the proper amounts, and does the whole myriad of things that I think are best done on site. It's almost impossible to have one individual, or a group of individuals, run back and forth with all the coordination that is needed to keep things under control. I also believe that the coordinating group which we are setting up for the [redacted] 25X1
Building will facilitate the actual acquisition and ultimate movement into this space.

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4. Concerning our Safehouse Branch, I haven't had much of an opportunity to get into this, but I know that Frank is really backed up with a lot of things to do. He has outstanding requests that are often several months old. He is actively working to satisfy those requirements, but it seems he can't do it alone or with the small staff that he has. I have suggested that he make greater use of [redacted] 25X1
even if it means clearing them to act in our behalf. We need to be able to carry out a number of these requirements simultaneously. 25X1
We, of course, would expect them to be paid a finder's fee or something like that.

[redacted]

6. I think it is important, if we are to become more responsive, that we look at how we conduct our business and that we be properly staffed. What I am hearing from my people is that we are not. In the domestic area, in just the recent week and a half that I've been here, it seems that our efforts are being inhibited by the lack of architectural support and the need for more real property officers. I understand, from talking to my people, that this has been a constant problem, and if we have any empty slots that need to be filled, either in the engineering or architectural areas, I think we should get on with it and see that the Real Estate Branch gets its fair share of these talented people.

7. I don't know if this information is of any help to you, Rod, but we could certainly sit down and discuss it, and I'd be prepared to give you what other input I might be able to provide at that time.

[redacted] 25X1

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Phase IV Long Range Plans

25X1 **FROM:** [redacted]
DC/RECD/OL
25X1 2F09 [redacted]

EXTENSION

NO. OL 13132-83

DATE 17 FEB 1983

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. C/P&PS 25X1 [redacted]				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				Unclassified when removed from Attachments
13.				
14.				
15.				

25X1 [redacted]

FORM 1-79 **610** USE PREVIOUS EDITIONS

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16 February 1983

Comments from FEB to DDA Memo on Phase IV Long-Range Plan Action Items

As on-board strength varies upwards or downwards, the backlog of work increases and decreases. This results in an effect on lead times, timeliness, quality, and responsiveness of support. In some cases, when the backlog of work builds to a high level, the requirements which were not critically important tend to go away, with no action, and those that are critical always receive attention. The quality of attention may be sometimes reduced due to the resources available. When personnel strength increases, you do not achieve a simultaneous increase in work output due to the lead time required for new employees to be integrated into the Agency's system and understand the fine points of security, cover, and mission support. At times there appears to be an excessive amount of reporting on status of projects, daily reports, weekly reports, bi-weekly reports, bi-weekly briefings, end-of-year summaries, and special reports in between to try to keep people informed, all of which appears to be excessive at times. While it would be nice to reduce paper work, often this is at the expense of being kept informed and may not be a realistic goal to attempt. (U)

25X1

25X1

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